



‘Policing Our Own’

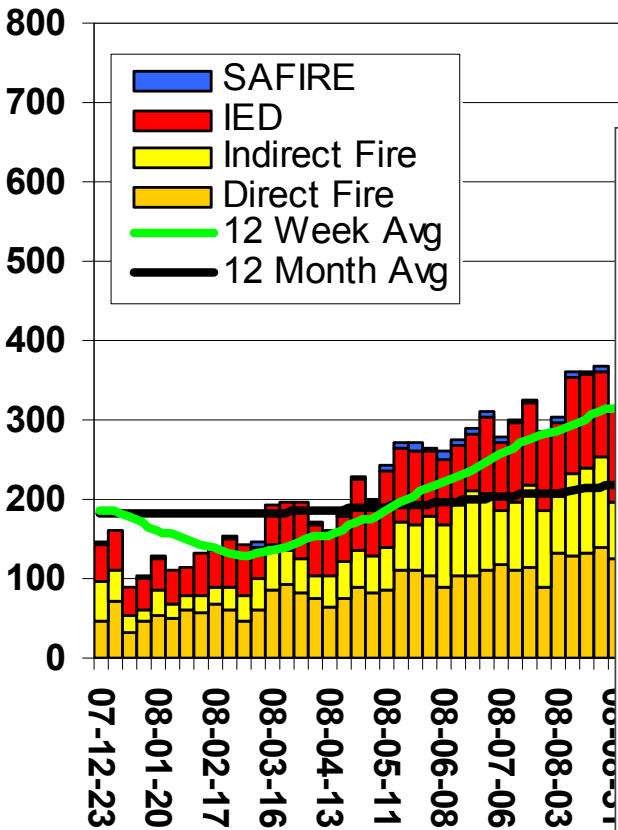
Using Psychological Field Research for Influence Planning:
Police Cooperation in Kandahar, Afghanistan

Joshua Mora

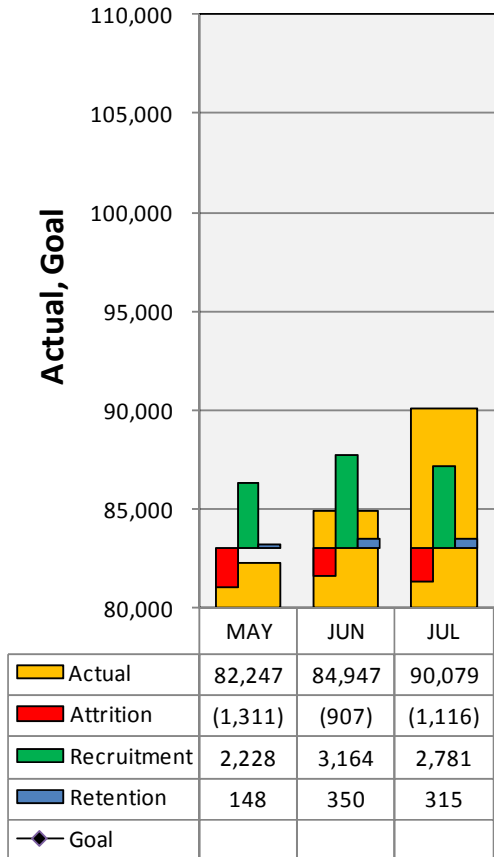
29 June 2011

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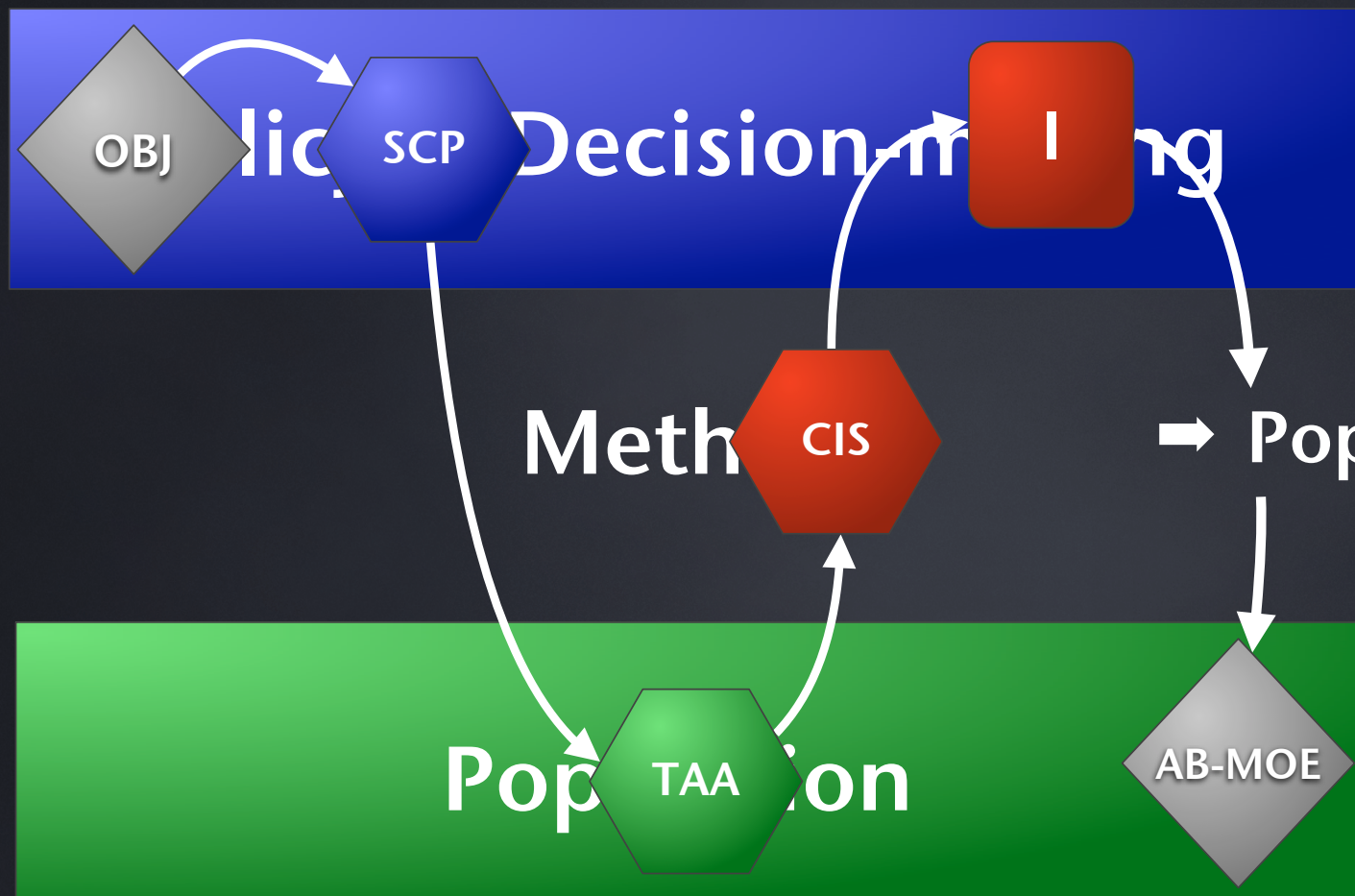
09.08.16 - Afghan Election:
1139 Kinetic Events



Source: Progress Toward Security and Stability
in Afghanistan, US DOD, March 2010

The Challenge

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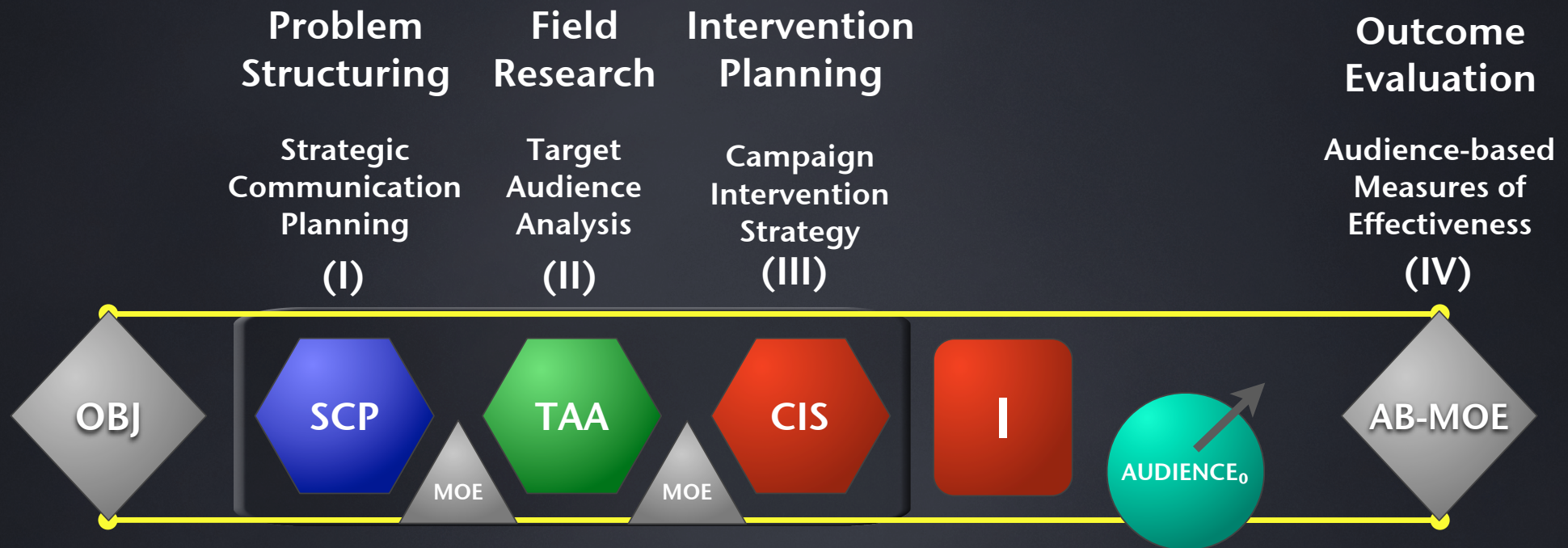


- Retrospective Analysis
- Doctrinal Guidance
- Policy Analysis

- 'New ideas & Approaches'
- Operations Insight
- Empirical - Single Method/Source

Methodology Overview

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➡ What desired and non-desired behaviours are instrumental in creating sustainable Rule of Law?

➡ What motivates local communities to cooperate with the ANP?

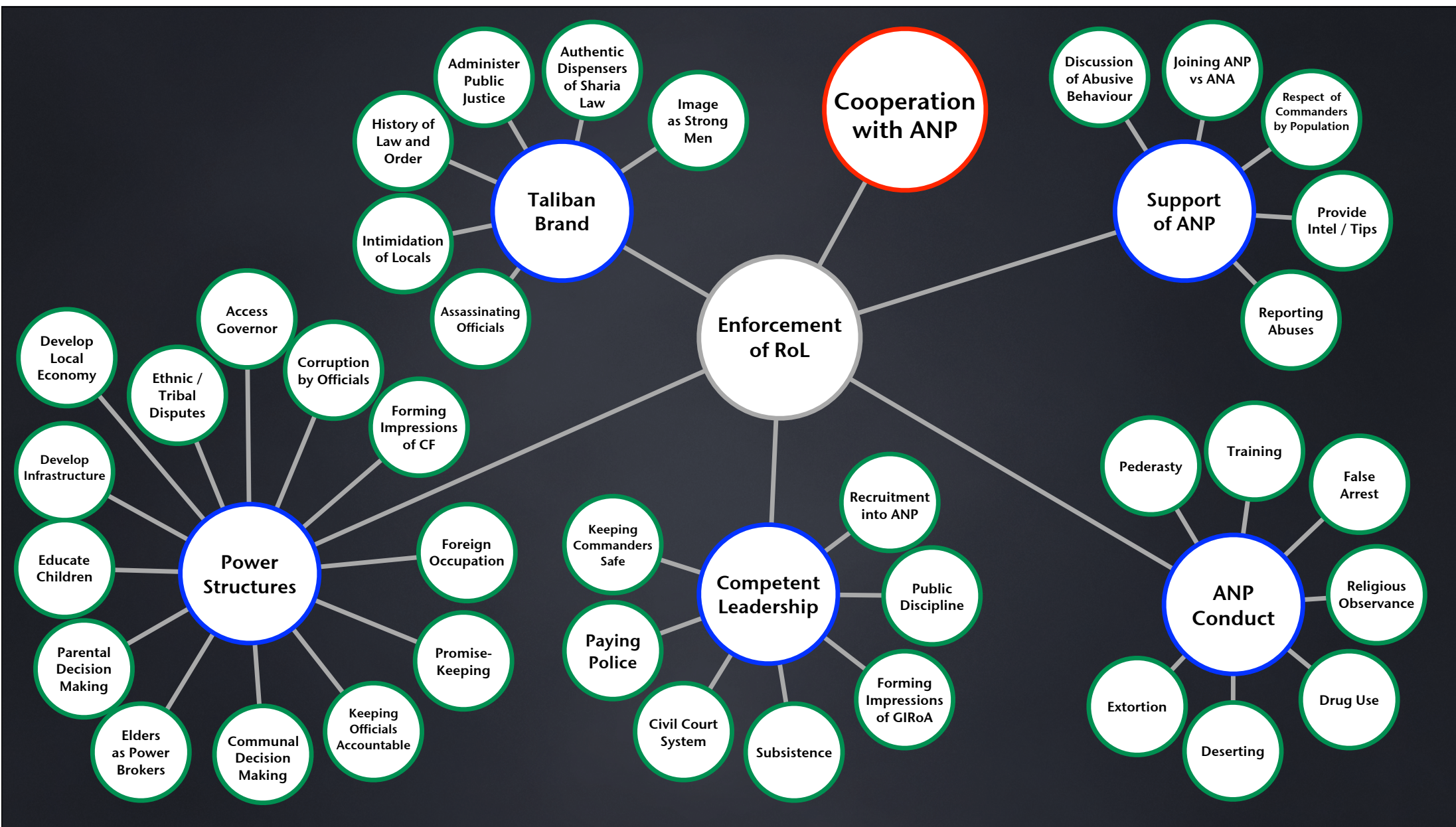
➡ What research is needed to better understand how to influence these behaviours?

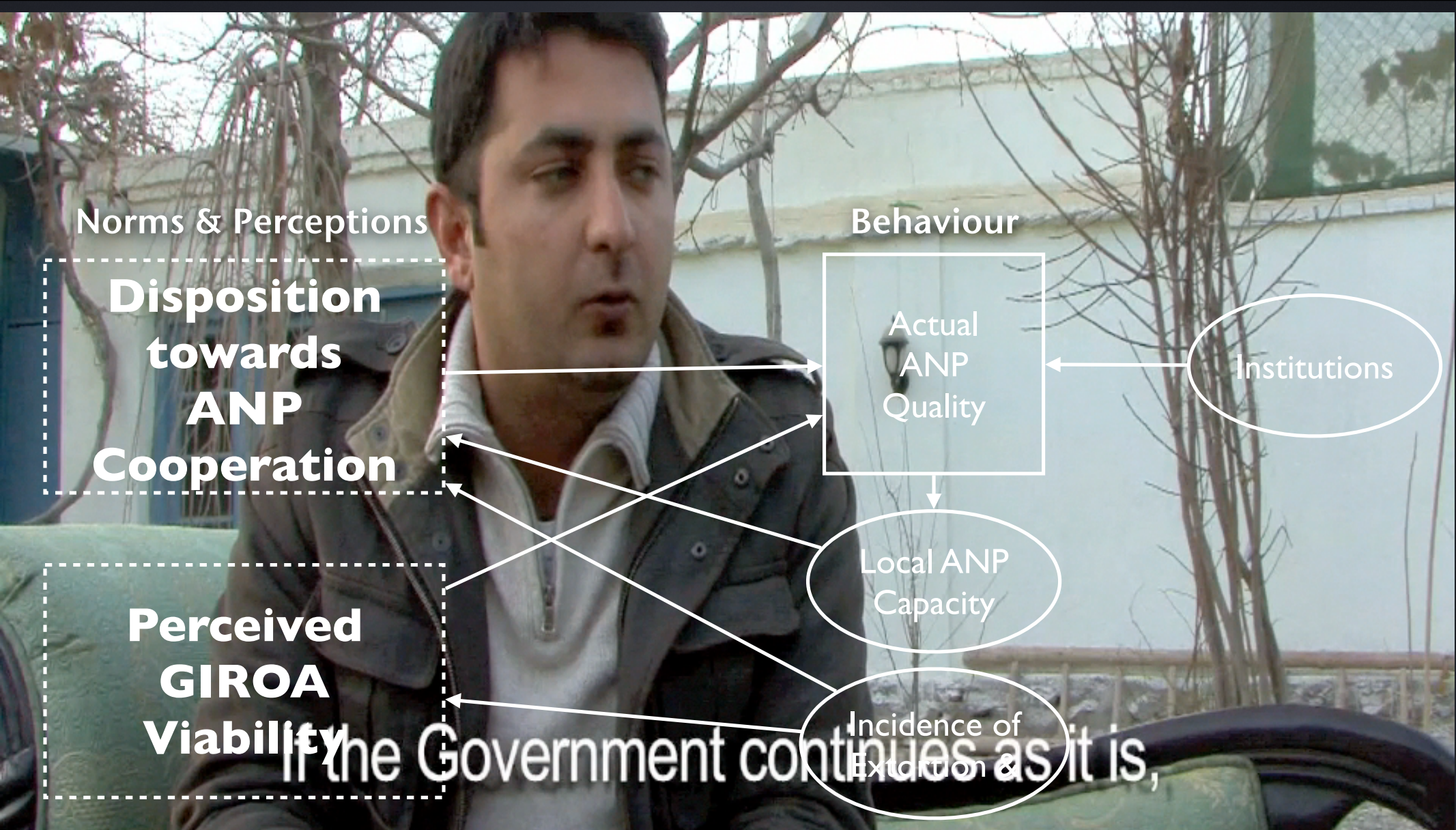
➡ What motivates ANP misconduct and how can this be improved?

Identity / Circumstantial Parameters					Behavioural Parameters				
	✓	GM	Group Membership			✓	Mot	Motivations	
	✓	SE	Self-efficacy			✓	RS	Reward Structures	
	✓	PfC	Propensity for Change			✓	PS	Power Structures	
	✓	NA	Normative Affiliation			✓	DP	Decision Paths	
	✓	Inf	Influenceability			✓	Int	Intent	
						✓	SK	Skill	
						✓	Rit	Rituals	
Narrative Parameters					Communication Parameters				
	✓	VAB	Values, Attitudes & Beliefs			✓	Lang	Language	
	✓	RI	Relevant Issues			✓	Lit	Literacy	
	✓	HC	Historic Context			✓	CE	Channel Exposure	
	✓	Enem	Common Enemies			✓	Noise	Noise	
	✓	BO	Binary Opposition			✓	Filt	Filters	
	✓	PB	Polarising Binaries			✓	CC	Channel Credibility	
						✓	MA	Message Appeals	
				✓	SC	Source Credibility			









Norms & Perceptions

Behaviour

**Disposition
towards
ANP
Cooperation**

Actual
ANP
Quality

Institutions

Local ANP
Capacity

Incidence of
Extortion &
Bribery

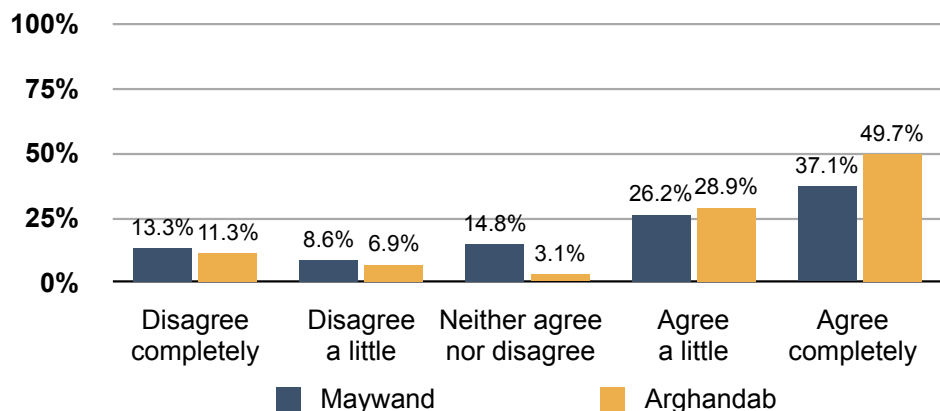
**Perceived
GIROA
Viability**

If the Government continues as it is,

Contemporary Narratives — Motivations

...The police climb to the roofs of our rooms smoking hashish, looking at our houses and yelling for nothing. ...Some police beat [an elder] severely and one who was smoking hashish said in a loud voice that it is better for him to touch his mother and sister rather than touching us... (Male, 21, Land Owner, Mohammadzai, Koreze Village, Maywand)

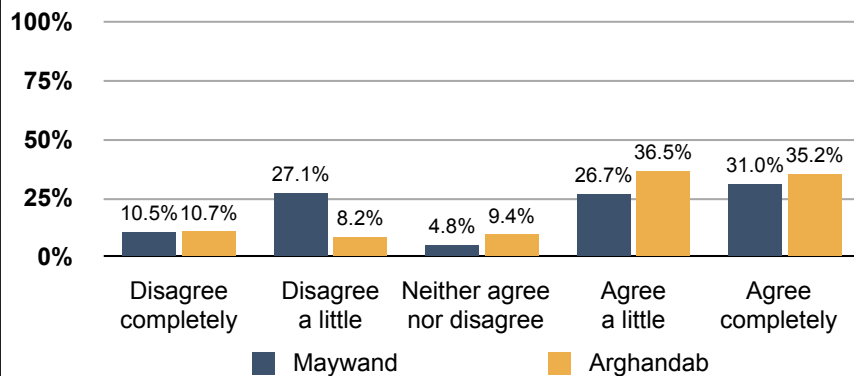
Fig. 4-79: To what extent do you agree that making money by taking bribes is a factor in people's decision to join the ANP?



Contemporary Narratives — Community Interest

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Fig. 4-16: To what extent do you agree that most ANP officers are corrupt?



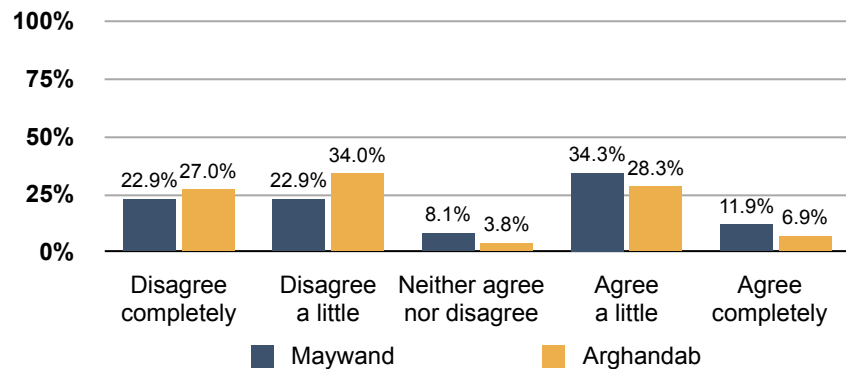
“Those who work in line with people’s wills and expectations and always consult with people on whatever they do [are the best among many to bring in security to my region]. They can be people from the government or Taliban but none others except these two, for sure! (Male, 22, Student, Baba Sahib Village, Arghandab)”

“In the past, I liked the national police, but now I hate them. In the majority of cases, the national police have closed down a road while the locals are not aware of it. When people reach the checkpoint, police beat and torture them without giving information to the public prior to the closure of the road. This is among the things that I do not like about the national police anymore.” (Male, 30, Former Policeman, Baloch, Kashki Nakhod Village, Maywand)

Contemporary Narratives — Cooperation

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Fig. 4-06: To what extent do you agree that ANP officers help to create security in your area?



“People of the area can bring in peace. 20 to 30 people working in my police unit cannot bring in peace without the help of the people. If people of the area regularly cooperates and informs us about those who are working against the government, leaders or the country in the area, security will get stable. (Male, 34, Police Chief, Popalzai, Haji Yaqoob Kalacha Village, Arghandab)”



PARAMETER GROUP	VARIABLE	STAGE 1	STAGE 2	STAGE 3	MAYD	ARGHB
IDENTITY/ CIRCUMSTANCE	SES	.129 (.094)	.071 (.073)	.055 (0.64)	-	-
	Rural	-.229 (.119)	-.202* (.094)	-.114 (.083)	-	-
	Literacy	.134** (.055)	.035 (.043)	-.011 (.038)	-	-
	Pashtun	.583* (.255)	-.391 (.200)	.335 (.174)	-	-
	Taliban Present	-.371 (.248)	.059 (.197)	-.014 (.170)	-	-
	ANP Present	-.585*** (.137)	-.211 (.129)	-.210 (.114)	-	-
	ANP Control Roads	.213*** (.051)	.122** (.040)	.070* (.035)	-	-
BEHAVIOUR	Misconduct	-	-.308*** (.047)	-.189*** (.044)	-.165** (.061)	.225*** (.055)
	Nepotism	-	-.079* (.031)	-.035 (.028)	-	-
	Language	-	.024 (.036)	.007 (.031)	-	-
	Democracy	-	.217***	.100**	.084*	

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	✓	PfC	Propensity for Change			✓	PS	Power Structures	
	✓	NA	Normative Affiliation			✓	DP	Decision Paths	
	✓	Inf	Influenceability			✓	Int	Intent	
						✓	SK	Skill	
						✓	Rit	Rituals	
Narrative Parameters					Communication Parameters				
	✓	VAB	Values, Attitudes & Beliefs			✓	Lang	Language	
	✓	RI	Relevant Issues			✓	Lit	Literacy	
	✓	HC	Historic Context			✓	CE	Channel Exposure	
	✓	Enem	Common Enemies			✓	Noise	Noise	
	✓	BO	Binary Opposition			✓	Filt	Filters	
	✓	PB	Polarising Binaries			✓	CC	Channel Credibility	
						✓	MA	Message Appeals	
				✓	SC	Source Credibility			

Identity / Circumstantial Parameters					Behavioural Parameters				
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	✓	SE	Self-efficacy			✓	RS	Reward Structures	
	✗	PfC	Propensity for Change			✓	PS	Power Structures	
	✓	NA	Normative Affiliation			✓	DP	Decision Paths	
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						✓	MA	Message Appeals	
				✓	SC	Source Credibility			

IDENTITY / CIRCUMSTANTIAL PARAMETERS					BEHAVIOURAL PARAMETERS				
	✓	GM	Tribal/Ethnic Representation	Positive		✓	CB	Misconduct	Negative
	✓	GM	Socio-economic Status	Not Sig.		✓	PS	Nepotism	Not Sig.
	✓	AS	Taliban Presence	Not Sig.		✓	PS	Commander	Positive
	✓	AS	ANP Presence	Negative		✓	DP	Recruitment at Mosques	Positive
	✓	AS	ANP Control Roads	Positive		✓	Skill	ANP Language	Not Sig.
	✓	NA	Localism	Positive		✓	Int	ANP Attire	Positive
						✓	Int	Report Crime	Not Sig.
NARRATIVE PARAMETERS					COMMUNICATION PARAMETERS				
	✓	VAB	Perceived Religiosity	Positive		✓	CE	Radio	Positive
	✓	RI	ANP Literacy	Not Sig.		✓	CE	Word of Mouth	Positive
	✓	RI	ANP Contributes to Security	Positive		✓	Filt	Positive Promises	Negative
	✓	BO	ANP Community Interest	Positive		✓	MA	Religious Messaging	Positive
	✓	Enem	ANP for Patriotism	Positive		✓	SC	Educated / Elders	Positive

Respondent-led Solutions

	Variable	How much do you agree that the following would improve ANP:	Mean	SD
1	Islamic	48g) Ensuring Officers observe Islamic customs	4.8	0.57
2	Leadership	48e) Recruiting better leaders	4.63	0.65
	Punishment	48h) Harsher punishments for officers who abuse their position	4.62	0.88
	Education	48a) Recruiting better educated officers	4.57	0.87
	Training	48c) Improving Officers' training	4.53	0.83
3	Recognition	48i) Giving greater recognition to officers who do their job well	4.3	1.08
	Dress	48f) Ensuring Officers are dressed smartly	4.25	1.05
4	Pashto	48d) Recruiting more Pashto speakers	4.03	1.25
	Pay	48b) Increasing Officers' pay	4.02	1.31

Communication Umbrella & Implementation

UMBRELLA	'Policing Our Own'	
THEMES	'Local Guardians for Post-intervention Afghanistan'	'Serving the People is the Highest Form of Worship'
IMPLEMENTATION	<u>Protector</u> •Community Policing • Static Duties <u>Localism</u> • Neighbouring Recruitment / Shared Ethnicity	<u>Islam</u> • Koranic Framing • Integrated Curriculum <u>Community Interests</u> • Liaison • Demonstrable Listening
INSTITUTIONAL		
LOCAL EMPHASIS	Maywand <u>Dress</u> • Adapt local Dress <u>Training</u> • Local Successes	Arghandab <u>Commander</u> • Public Reward / Punishment <u>Independence</u> • Local connection with national loyalties • 'Battle of Maywand' / poems about Malalai Anaa

Policy & Decision-making

Population Behaviour

Population

Institutions

Norms

*Real
World*

Rules

Information

Intervene

Incentives

Perceptions

Observe

Population Behaviour

Outcome

Thank You

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